CITY OF SAN DIEGO
COMMISSION FOR ARTS AND CULTURE

VIBRANT CULTURE: VIBRANT CITY

MISSION
The mission of the City of San Diego Commission for Arts and Culture is to vitalize the community by integrating arts and culture into community life, supporting the region's cultural assets, and showcasing San Diego as an international tourism destination.

PURPOSE
The Commission seeks, through its recommendations to the Mayor, the City Council and the City Manager to promote and increase support for the literary, performing and visual arts. The Commission also seeks to support organizations that educate and expose the public to a rich and diverse range of artistic and cultural expressions. The Commission will advocate strongly for a substantial increase in funding for arts and culture from the City of San Diego, from the private sector, and from local, regional, state and federal governments. It seeks to develop and implement the arts in public places throughout the neighborhoods of the City of San Diego and to persuade the private sector to include the arts in private development.

The policies and programs of the Commission seek to strengthen the involvement and input of artists in cultural planning, to reflect the cultural diversity of the people it serves and to foster local, national and international cultural understanding.

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FY2005 ORGANIZATIONAL SUPPORT PROGRAM

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FY 2005 ORGANIZATIONAL SUPPORT PROGRAM

OVERVIEW

Statement of Purpose

The purpose of the Organizational Support Program (OSP) is to provide funding for programs that foster the stabilization and diversification of San Diego's cultural base, which enhance the quality of life in the city's neighborhoods and pursue the vision of San Diego as a tourism destination.

Goals

To fulfill its purpose, the Commission has established the following programmatic goals:

- Make fair and equitable recommendations to the City Council regarding all City funding decisions for arts and culture.

- Support the artistic and administrative quality of artists and arts and cultural organizations.

- Foster the vitality and stability of the City's prominent and established art organizations and cultural institutions.

- Promote an environment that attracts and nurtures emerging artists and arts and cultural organizations.

- Work in partnership with the City of San Diego and the private sector to promote San Diego as a cultural destination.

- Expand the availability of arts and cultural activities throughout all social, ethnic and economic sectors of the City to foster, promote and expand cultural diversity.

- Foster programmatic and organizational support for artists representing all cultural traditions, including, but not limited to African American, Asian/Pacific Islander, Caucasian, Chicano/Latino, Filipino and Native American/Alaskan to increase the involvement of those artists and communities in the planning and implementation of arts activities.

Funding Source

Funding for the OSP is derived from the Transient Occupancy Tax (TOT). The purpose of the TOT is to advance the City's economic health by promoting the City of San Diego as a visitor destination in the national and international marketplace. The TOT also supports programs that increase hotel occupancy and attract industry, resulting in the generation of TOT and other revenue; it develops, enhances and maintains visitor-related facilities, and supports the City's cultural amenities and natural attractions.

Council Policy 100-03 provides a set of uniform guidelines, conditions and criteria governing the application for, and allocation of TOT funds to private non-profit organizations for the purpose of supporting their ongoing operational expenses and/or their sponsorship of special events. A copy of Council Policy 100-03 is available upon request.

FY2005

ORGANIZATIONAL
SUPPORT
PROGRAM

GUIDELINES

LONG FORM/
SHORT FORM
ALL LEVELS

ELIGIBILITY & OTHER REQUIREMENTS

To be eligible, the applicant organization must meet the following requirements derived in part from Council Policy 100-03:

Nonprofit status: Applicants must demonstrate proof of nonprofit tax-exempt status under Section 501(c)(3) of the Internal Revenue Code, or Section 23701d of the California Revenue and Taxation by the application deadline date. Fiscal sponsors may not apply on behalf of a non-exempt applicant.

Primary Mission: The applicant must have as its primary mission: the creation, preservation and presentation of arts and culture programming and/or support services.

Arts and Culture Budget: The majority of the applicant's income must be used for the purpose of producing, exhibiting or presenting arts and cultural programming and/or support services.

Track record: The applicant must have a **three (3) year** history of ongoing arts and culture programming prior to the deadline.

Location: At least 75% of the applicant's core programming must take place within San Diego City limits. For the purposes of this application, core programming is defined as the artistic and/or cultural activities produced or presented by your organization that are essential to the fulfillment of your mission and purpose, your highest priority, and fundamental to your organization's sustainability. With some exceptions, core programming does not include education, outreach, touring and cultural tourism marketing activities.

Note: A select group of FY 2002 contractors were given special status to submit "City Only" applications for FY 2003. These organizations will maintain their "City Only" status until they can provide evidence of being able to meet the 75% location criteria. If you are unclear as to whether your organization is approved to submit a "City Only" application, please contact Felicia Shaw at 619/533-3063.

Compliance: Former contractors must have submitted acceptable final Report packages on any completed OSP contract.

Visual Art in Public Places: Proposals for such projects, both permanent and temporary, must follow the Public Art Program policies and procedures.

Legal Requirements: Applicants must be able to meet the legal requirements as listed below:

LEGAL REQUIREMENTS:
Council Policy 100-04 (Americans with Disabilities Act): Contractors will comply with Council Policy 100-04, adopted by Resolution No. 282153 relating to the Federally mandated Americans with Disabilities Act (ADA). Contractors and subcontractors will be individually responsible for their own ADA program.

Non-Discrimination clause: Contractors will comply with Title VII of the Civil Rights Acts of 1964, as amended; the California Fair Employment Practices Act; and any other applicable federal and state laws and regulations hereinafter enacted, as well those requirements addressed by the City's Non-discrimination in Contracting Ordinance (Municipal Code Section 22.3401-22.3417).

Council Policy 100-17 (Drug-Free Work Place): Contractor agrees to comply with Council Policy 100-17, which establishes that all City contractors must provide a drug-free work place and a drug education program for all employees.

Fair Labor Standards: Applicants must comply with Fair Labor Standards and compensate professional performers, artists and other personnel at the prevailing local compensation level.

MATCHING REQUIREMENTS
3:1 Cash Match: All successful applicants must provide a $3 cash match for every $1 the City provides. The cash match may be from private contributions, other local, state or federal government or earned income. Commission funding cannot be used as a cash match. A percentage of In-Kind funding is allowed as a cash match for Level IIIB applicants only.

ELIGIBILITY & OTHER REQUIREMENTS

WE DO NOT FUND

Under these guidelines, funding is not available for:

- Programs occurring before July 1, 2004 or after June 30, 2005.
- For-profit organizations.
- Individuals.
- Programs not accessible to the public.
- Programs not accessible to people with disabilities.
- Travel, meals, lodging or entertainment expenses.
- Hospitality or food costs.
- Capital or equipment outlay.
- Awards, trophies, gifts or uniforms.
- Programs with religious, sectarian or political purposes.
- Trust or endowment funds.
- Cash advances, deposits or the replacement of deficit funds.
- Ticket subsidy programs.
- Activities that are the curricula base of schools, colleges or universities.
- Universities, community colleges, school districts, foundations and private educational enterprises.

HOW AWARDS ARE DETERMINED

Request Amounts: Request amounts are based on an organization's annual operating income (AOI) from the most recently completed fiscal year at the time of application. The Commission will compute the maximum request. However, the **Determining Your Request** chart assists the applicant in making an approximate determination of its request amount for the purpose of this application. Because awards are calculated as a percent of the amount requested, applicants should always request the maximum amount allowable.

AOI: The Commission requires applicants to report only Financial Accounting Standards Board (FASB) unrestricted income exclusive of the following:

- Property and equipment (fixed assets)
- Temporarily and permanently restricted income
- Capital gains and losses
- In-Kind donations
- Value of collections
- Unrealized investment gains, losses, and income

Funding Adjustments: The Commission uses a formula to determine funding recommendations. The formula includes guidelines such as:

- Funding to a single organization does not exceed 10% of total available funds.
- New or returning applicant funding may be adjusted to 50% of the computed allocation the first year and 70% the following year.
- When an allocation computes to less than $1,500, awards may be increased to a $1,500 minimum.
- Overall decreases and increases may be capped.

ADDITIONAL REQUIREMENTS

Certificate of Good Standing: Applicants must be in good standing with the Secretary of State and Franchise Tax board. All required filings must be current and the status of the corporation must be active**. "Active"** status means that your corporation has not been dissolved, suspended, surrendered or forfeited. For more information concerning Certificates of Good Standing contact the following:

> **Secretary of State**
> ATTN: IRC
> 1500 11th Avenue
> Sacramento, CA 95814
>
> In San Diego: (619) 525-4113
> www.ss.ca.gov/business

Insurance: Level I and II applicants must maintain $1,000,000 in combined single limit liability and property damage insurance and Level III must maintain $500,000 in combined single limit liability and property damage insurance. **All applicants must name the City as an additional insured and provide the Commission with such evidence during the contract period.**

Acknowledgment of City Funding: A credit line must be included in any printed, visual or recorded matter, or in any exhibit, display or performance, which describes, or is prepared in connection with a funded organization, program or project.

The following is an example of an acceptable credit line: **"This project is funded in part by the City of San Diego Commission for Arts and Culture."** The Commission's logo will be made available for use by all funded organizations.

HOW DO I APPLY?

GETTING STARTED
Request for Application Form: All new and returning applicants must complete an Intent to Apply Form. This form can be obtained by contacting Amy Dukes at 619/533-3028 or adukes@sandiego.gov.

Who to Call: If you have any questions regarding OSP eligibility or policy contact Felicia Shaw, Program Manager at 619/533-3063 or fshaw@sandiego.gov.

Application Categories: Applicants may submit only one application according to the AOI of their last completed fiscal year. Applications are further categorized by the eligibility criteria described below:

Long Form Eligibility Criteria:
1. First-time applicants or applicants that missed the FY 2004 application process must submit a Long form application for a minimum **three (3) year** period.
2. Applicants who received a rank of 3 or lower for FY 2004 must submit a Long Form.

Short Form Eligibility Criteria:
1. The applicant has satisfactorily completed City contracts over a **three (3) year** period.
2. The applicant holds a rank of 3+ or higher.
3. Executive artistic and/or administrative staff has not changed during the past year.
4. The venue has not changed in the past year.
5. The annual operating fund deficit has not exceeded 5% for the **two (2)** previously completed fiscal years. The definition of operating fund is the FASB Unrestricted Fund less its Property and Equipment (Fixed Assets) and In-kind components.
6. There have been no significant changes in program objectives as stated in the current year contract and objectives have been met as outlined in the contract.
7. After **three (3)** consecutive years of submitting a Short Form application, a Long Form application is required.

For more information on Short Forms, see Short Form Guidelines.

TECHNICAL ASSISTANCE
Workshops and Consultations: Applicants are encouraged to take advantage of technical assistance workshops and individual consultations provided by staff. Technical assistance provides new and returning applicants with guidance in the completion of applications, particularly in understanding eligibility requirements, procedures and policies.

Receiving technical assistance does not guarantee funding or predetermine ranks.

Site Visits: The Commission arranges, at its discretion, site visits or reviews with contractors and potential applicants. Usually conducted by Commissioners before the application deadline, site visits provide applicants with technical assistance and an opportunity to discuss organizational challenges and opportunities with community experts.

Staff reviews the site visit reports and may pull applications from the review process if significant discrepancies between the site visit report and the application are found. Otherwise, the report becomes part of the contractor's permanent file and is not reviewed by the panel.

HOW DO I APPLY?

COMPLETING THE APPLICATION

Preparation Instructions: To help us prepare your application for panel review, please adhere to the guidelines below. Make certain that your application package (originals and copies) is complete and submitted (hand delivered or post marked) by the due date.

1. Present the application in the order and format requested. Failure to do so may result in the disqualification of your application or a low rank.

2. All sections of the application must be typewritten in black ink in an easy to read font and type size; we recommend 12 point CG Times or Times New Roman. Margins of at least one inch on all sides of the paper are encouraged.

3. Submit all material (excluding program and marketing collateral) on one-sided, 8 ½ inch by 11 inch white paper. Do not exceed the amount of space or pages allowed.

4. Label audio-visual materials clearly with the applicant name and descriptive title. Label slides individually and include a descriptive sheet.

Application forms can be downloaded from the Commission's website at www.sandiego.gov/arts-culture. Some forms are also available in Microsoft Word and Excel formats. Email Amy Dukes at adukes@sandiego.gov to obtain copies.

Application Contents: When your application is complete, it will include all of the following required documents in this order:
- Application Checklist
- Cover Page
- Mission Statement, Goals and Objectives
- Review Criteria Narrative (All Levels - Long Form Only)
- Challenges, Response to Panel Comments
- Program Reporting Form and Attachments
- Budget Summaries, History and Detail
- Demographics Form
- Board Roster and Short Bios (Long Form Only)
- Board Resolution
- Key Staff Roster and Short Bios (Long Form Only)
- Articles of Incorporation (omit if on file)
- Certificate of Tax-Exempt Status (omit if on file)
- Cover Page of 990 Report

NON-REQUIRED ATTACHMENTS
(Long Form Only)
In addition to the items listed above, you have the option to also include the following materials to help panelists evaluate your proposal:

- Debt reduction, diversity or strategic plans
- Program information, such as teachers' guides, sample curricula or evaluation reports
- Resumes
- Clippings of recent critical reviews or feature articles
- Support Letters
- Programs and Brochures
- Audio/Visual Documentation
- Websites (the URLs or up to 5 printed pages of the website)

Submit your application to:

The City of San Diego
Commission for Arts and Culture
Attn: Amy Dukes
1010 Second Avenue, Suite 555
San Diego, CA 92101-4998

SHORT FORM GUIDELINES (RETURNING APPLICANTS ONLY)

The OSP Short Form application was created to reward consistently high performing contractors by providing an opportunity to complete an abbreviated version of the application, saving preparation and processing time and money. Organizations that meet the Short Form eligibility criteria have complied with past OSP contractual requirements and have demonstrated over time that their operations are fiscally and managerially strong and that their programming is of the highest artistic quality.

Short Form applicants must adhere to the same policies and procedures as Long Form applicants. The major differences between the two categories are that Short Form applicants do not respond to the Program Narrative section, the rank does not change and the application review process is less stringent. Typically, Short Form applicants also do not receive site visits.

Applicants are strongly encouraged to verify Short Form eligibility with Commission program staff prior to completing proposals. Commission staff reserves the right to designate Short Form eligibility based on organization stability, and management and development issues determined outside the application process.

SHORT FORM APPLICATION PROCEDURES

Please review the guidelines in its entirety as information may have changed. Failure to follow instructions may cause disqualification from Short Form eligibility.

Applications are reviewed by staff for completeness and compliance with procedure and policy and approved by the Commission's Executive Committee prior to review by the Funding Committee. The rank is maintained, no panel comments are compiled during the review and there is no opportunity for appeal.

Applicants will receive advance notice of funding to be recommended to the City Manager and City Council. After funding recommendations are approved by City Council, award announcements will be made.

Short Form applicants must submit the following documents:

- Application checklist
- Cover Page (Authorized Signature Required)
- Mission Statement, Goals and Objectives
- Challenges and Response to Panel Comments (if applicable)
- Program Reporting Form and Attachments
- Budget Summaries, History and Detail
- Demographics Form
- Articles of Incorporation (omit if on file)
- Certificate of Tax-Exempt Status (omit if on file)
- Cover page of 990 Report

Required Attachments are as follows:

- Current list of Board of Directors and Short Biographies
- Staff Biographies/Resumes
- Board Resolution in support of this application

For packaging instructions, please see the Short Form Application Checklist.

APPLICATION REVIEW PROCESS

PANEL REVIEW

A Commission Advisory Panel (CAP) composed of community experts and Arts and Culture Commissioners review OSP applications. The panelists evaluate all applications individually and as a group. They consider each applicant's:

- Current and past contractual performance (if applicable).
- The appropriateness of the program goals and objectives given the organization's mission statement.
- Quality of the responses to the review criteria, previous panel comments and other sections.
- Accuracy of the budget.
- Strength of the program collateral and support materials.

The application review process takes place in two rounds. In **Round One**, panelists vote according to a four-point ranking system described below. The ranks are totaled, assigned a numerical equivalent and averaged for an initial score. In **Round Two**, applicants are clustered by rank from the highest to lowest rank. Rank adjustments may take place when the panel finds an applicant out of place within the cluster. Panel comments and rank recommendations will be mailed to applicants. The applicant may comment upon the rank recommendations through the Commission's appeal process.

APPEALS PROCESS

Written appeals may be made after the preliminary ranking and notification period. In a public hearing, the Commission considers appeals and votes on final recommendations. Appeals may be based on two possible grounds:

- Assessment based on a misstatement of factual information as contained in the application such that it negatively influenced the panel's evaluation of the applicant's request for funding and/or;
- Assessment based on incorrect processing of the required application materials such that it negatively influenced the panel's evaluation of the applicant's request for funding.

Note: Dissatisfaction with an award's denial or ranking is not sufficient ground for appeal.

A complete description of the panel review process is located in the Commission Panel Handbook (available upon request).

FOUR POINT RANKING SYSTEM

The ranks of 4 (4 and 4-) designate an applicant as the highest priority for funding. Applications ranked "4" are considered to be "model" in stature; and given the nature of the arts discipline or genre, and the resources of the community, etc. meet all the review criteria to the highest degree possible. If an organization has had an annual operating fund deficit of 5% or more for the two previously completed fiscal years, it cannot be ranked a "4". If there are no "model" applications, no "4" rankings should be given; this is not a grading curve but a rarefied achievement of near perfection given the criteria.

The ranks of 3 (3+, 3 and 3-) are considered good. Some improvements or development are needed.

The ranks of 2 (2+, 2 and 2-) are considered marginally fundable. Funding, if available, may be awarded once all the "4" and "3" ranked applications are awarded funding. These applications have some merit, but do not meet the criteria in a strong or solid way.

The rank of 1 is not fundable under any circumstance; inappropriate for Commission support, extremely marginal in quality, etc. This application would not receive funding even if the funding were available. Ineligible applications, such as those submitted after the deadline or with incomplete information, will not be reviewed by the CAP, but will receive a rank of "1".

THE OSP CYCLE

The Cycle: The complete OSP cycle is a multi-step process beginning with the filing of an application and continuing with funding approval, the completion of Agreements, invoices and final reports. Each step requires its own specific tasks and responsibilities. Below is a summary of the steps of which the applicant should be aware.

Funding: After applicants have been given an opportunity to appeal a ranking decision, ranks are finalized and the funding process begins. The Commission's Funding Committee reviews the ranks and a funding scenario prepared by staff. Applicants receiving the highest ranks receive the highest percentage of their request, applicants at the next level receive a lesser percentage, and so on, until available funding is exhausted.

The Funding Committee will submit a funding recommendation to the Commission Executive Committee, then to the full body of the Commission and to the City Manager for approval. The final approval of the funding recommendation is the responsibility of the City Council; this approval takes place during the City Council's budget deliberations.

Agreements: Once the Mayor and City Council approve funding and the city budget is finalized, an Agreement is issued. The Agreement details the terms and conditions of the contract between the City and the organization and the organization's scope of work.

Requests for Payment: OSP funding is provided through a contract for service process. All funds are awarded on a cost reimbursement basis. There can be no payment in advance. Requests for payment shall be submitted no more than **one (1) time** per three-month period unless approved by the Commission.

Organizations scheduled to receive FY 05 OSP funding must be in contractual compliance with all previous contracts before FY 05 payments will be processed.

Failure to comply with City financial disclosure requirements will negatively impact your rank and may cause the withholding of current or future funding until all financial disclosure documents are received.

Final Performance Reports: The Final Performance Report details how the program objectives outlined in the Agreement were met and how they were measured. Final reports are due within 90 days after the closing date of the City's fiscal year.

Note: The previous year's Final Performance Report will be taken into consideration during panel review.

Financial Statements: All organizations receiving City money are required to submit financial statements for the organization's last completed fiscal year within 90 days after the closing date of the City's fiscal year. If City funding is $35,000 or more, audited financial statements are required.

DETERMINING YOUR REQUEST

To determine your maximum request:

1. Find the amount in Column A closest to your organization's Actual Operating Income (AOI) for the most recently completed fiscal year. If your AOI is not equal to the amount in Column A use the figure directly below it. For example: a $927,000 AOI uses $794,000 for calculating the request.

2. Now locate the corresponding percentage number in Column B, for example the percentage number for $794,000 is 14%.

3. Multiply your AOI by the corresponding percentage number in Column B. Using our example, multiply $927,000 by 14%. Now enter that figure on the application's cover page on the REQUESTED AMOUNT blank and enter the percentage number (14.0%) used to determine your request on the next blank.

4. Only museums that are currently accredited by the American Association of Museums (AAM) should use Columns C and D (the AAM ACCREDITED MUSEUMS ONLY).

5. Awards are calculated as a percent of the request. Requesting the maximum amount allowable is recommended.

ARTS & CULTURE ORGANIZATIONS Column A	ARTS & CULTURE ORGANIZATIONS Column B	AAM ACCREDITED MUSEUMS ONLY Column C	AAM ACCREDITED MUSEUMS ONLY Column D
11,483,000	5.5%	11,483,000	5.5%
9,813,000	6.0%	9,813,000	6.0%
8,386,000	6.5%	8,386,000	6.5%
7,166,000	7.0%	7,166,000	7.0%
6,124,000	7.5%	6,500,000	7.5%
5,233,000	8.0%	6,000,000	8.0%
4,472,000	8.5%	5,500,000	8.5%
3,822,000	9.0%	5,000,000	9.0%
3,266,000	9.5%	4,500,000	9.5%
2,791,000	10.0%	4,000,000	10.0%
2,385,000	10.5%	3,500,000	10.5%
2,038,000	11.0%	3,000,000	11.0%
1,742,000	11.5%	2,500,000	11.5%
1,488,000	12.0%	2,000,000	12.0%
1,272,000	12.5%	1,500,000	12.5%
1,087,000	13.0%	1,087,000	13.0%
929,000	13.5%	929,000	13.5%
794,000	14.0%	794,000	14.0%
678,000	14.5%	678,000	14.5%
580,000	15.0%	580,000	15.0%
423,000	16.0%	423,000	16.0%
309,000	17.0%	309,000	17.0%
226,000	18.0%	226,000	18.0%
165,000	19.0%	165,000	19.0%
120,000	20.0%	120,000	20.0%
88,000	21.0%	88,000	21.0%
64,000	22.0%	64,000	22.0%
47,000	23.0%	47,000	23.0%
34,000	24.0%	34,000	24.0%
0	25.0%	0	25.0%

This chart only determines the "Requested Amount".
It does not guarantee minimums, maximums or any funding at all.

DEFINITIONS

ACCESS
Those efforts an organization makes which enable and encourage individuals to take advantage of arts and culture programs that they may not otherwise participate in due to economic, physical or geographic constraints and cultural differences.

ACCREDITATION
The following characteristics of an accreditable museum reflect the core values and concepts of the American Association of Museums Accreditation Program:

An accreditable museum has a clear sense of mission and organizes its governing authority, staff, financial resources, collections, public programs and activities to focus on meeting its formally stated mission.

The accreditation is predicated on the expectation that each museum complies with all local, state and federal laws, codes and regulations applicable to its facilities, operations and administration. These laws include, but are not limited to the following: the Americans with Disabilities Act (ADA); Equal Employment Opportunity (EEO); and Native American Graves Protections and Repatriation Act (NAGPRA).

ART
The arts include dance, design art, folk and traditional art, literature, media arts, music, opera, musical theatre, theatre and visual arts. As applied to the funding process, art is the development and presentation of artistic elements in a manner that reflects levels of quality, accessibility, diversity and financial stability.

ART IN PUBLIC PLACES
The Commission's Public Art Program supports artist involvement in the design and construction of facilities sited on City property and projects with an emphasis on visual art; reviews proposed donations of artwork to the City; and assists private property owners and others in the selection and installation of artworks to be located in the public view.

ARTS AND CULTURE EDUCATION
The arts and culture constitute an important body of knowledge and skills that should be an integral part of life long learning which may occur in diverse settings, such as classrooms, community centers and on stage. Education in arts and culture includes, but is not limited to, early childhood to grade 12, post-secondary programs, career training, apprenticeships, individual study and culturally specific traditions of learning. It spans all disciplines of the arts and culture.

AUTHORIZED SIGNATORY
Dependent on the type and size of an applying organization, the authorized signatory may be the board president, executive director, program administrator, or any person who has direct contact with management or administration of the organization or program and who will be responsible for all requirements of the Organizational Support Program.

CAPITAL
Capital is defined as substantial wealth used or available for use in the production of more wealth.
Capital Assets: Long-term assets, such as land and buildings.
Capital Expenditures: Funds expensed for additions and improvements to plants and equipment.
Capital Gains: Profit from the sale of capital assets; Eligible to be included in the budget as long as its use pertains to operational support.

CERTIFICATE OF GOOD STANDING
The Certificate of Good Standing (Certificate of Status/Domestic Corporation) documents the organization as a legal entity in good standing as required by City Council Policy 100-03.C.4.

COLLABORATION
A more durable and pervasive relationship marks collaboration. Participants bring separate organizations into a new structure with full commitment to a common mission. Such relationships require comprehensive planning and well-defined communication channels operating on all levels. The collaborative structure determines authority, and risk is much greater because each partner contributes its resources and reputation. Partners pool or jointly secure the resources and share the results and rewards.

COMMUNITY
A unified body of individuals; people with common interests living in a particular area; the physical boundaries of an area; a group of people with a common characteristic or interest living together within a larger society; or the society at large.

CONTRACT FOR SERVICE
The Commission contracts services, rather than awards grants, to arts and culture organizations. The contract details the terms of the agreement between the contractor and the City and describes the specific scope of services arts and culture organizations are contracted to provide.

COOPERATION
Cooperation is a shorter-term informal relation that exists without any clearly defined mission, structure or planning. Cooperative partners share information only about the subject at hand. Each organization retains authority and keeps resources separate so virtually no risk exists.

COORDINATION
Coordination is characterized by a more formal relationship and understanding of missions. People involved in a coordinated effort focus their longer-term interaction around a specific effort or program. Coordination requires some planning and division of roles and opens communication channels between organizations. While authority still rests within individual organizations, everyone's risk increases. Resources are made available to participants and rewards are shared.

CULTURE
Culture is the total array of a transmitted heritage characteristic of a people. Cultural organizations are those devoted to the fine arts, humanities and broad aspects of a science distinguished from vocational, recreational and technical skills. As applied in the funding process, culture includes those institutions and groups dedicated to preserving and exhibiting some aspects of our culture, including art, architecture, science and history.

DANCE
Dance includes ballet, modern and experimental, jazz, ethnic dance and dance instruction.

DIVERSITY
Diversity refers to differences in race, gender, ethnicity, age, socioeconomic class, religion, sexual orientation, skills and abilities, and politics among other qualities. It can be described in a multitude of ways, some less visible than others; This by no means excludes a particular category. "Cultural Diversity" can be described as the values, practices, patterns and customs of a group of people or society.

ENDOWMENT
Endowments are funds that are kept permanently and invested to create income for the organization.

ETHNIC
Ethnic refers to groups within a cultural and social system that claim or are accorded distinction on the basis of variable religious, linguistic or ancestral characteristics.

FAMILIARIZATION TOUR
Destination inspection tour designed to increase product knowledge, develop new products and build future sales. "Fam Tours" are complimentary or reduced-rate group programs often coordinated by the San Diego Convention and Visitors Bureau for the purpose of educating the tourism industry with the arts and culture industry and vice versa.

FASB
Since 1973, the Financial Accounting Standards Board (FASB) has been the designated organization in the private sector for establishing standards of financial accounting and reporting. Those standards govern the preparation of financial reports. They are officially recognized as authoritative by the Securities and Exchange Commission (Financial Reporting Release No. 1, Section 101) and the American Institute of Certified Public Accountants (Rule 203, Rules of Conduct, as amended May 1973 and May 1979).

HUMANITIES
Humanities programs and organizations contribute to the public understanding and appreciation of the humanities, history, art history, criticism, literature, philosophy, folklore and related fields.

IN-KIND CONTRIBUTIONS
In-Kind contributions are the value of goods or services donated to the applicant either as volunteer staff time or goods donated by vendors at no cash expense to the applicant.

LITERARY
Literary organizations promote literature through readings and workshops as well as the development of small presses, which publish and distribute works of local, national and international writers.

MATCHING FUNDS
Every dollar of City funding must be matched by three dollars of an organization's earned and/or contributed income.

MEDIA ARTS
The production, exhibition, distribution, and preservation of film, video, audio and online/multimedia arts.

MULTICULTURAL
Multicultural applied in the funding process refers to all cultural traditions, including, but not limited to African American, Asian/Pacific Islander, Caucasian, Chicano/Latino, Filipino, and Native American/Alaskan.

MUSEUM
A museum strives to preserve some aspect of culture, be it artistic, scientific or historic. A museum educates a people, instilling in them an understanding and appreciation of their world and serving as a permanent repository for their cultural artifacts. The support and use of museums are hallmarks of culturally mature people. A museum is devoted to the procurement, care, study and display of objects of lasting interest and value. It has regular business hours and is open to the public.

MUSIC
Music includes the production of or training in opera, vocal ensemble, orchestras, chamber music, jazz, contemporary and early music, concert and wind ensembles, and ethnic music performance.

NEIGHBORHOOD
The geographically defined area within the city of San Diego where programs and services are provided. The boundaries of neighborhoods or regions may be defined by police, city maps, council districts or the residents themselves.

ORGANIZATIONAL SUPPORT
Funding restricted for the cost of administering or operating an arts and cultural institution to carry out its programming.

QUALITY
Quality is the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.

RANKING SYSTEM
Rank has meaning in terms of an applicant's funding request. For a more detailed account of the ranking and panel process on which your application is judged, please refer to the Panel and Committee Handbook available from the Commission upon request.

SERVICE ORGANIZATIONS
Service or trade associations for specific arts disciplines provide members with general management support, resource networks and philanthropic advocacy.

STRATEGIC PLANNING
Exploring alternatives (before they are implemented) and improving performance by adopting strategies to meet certain short and long-range goals.

THEATRE
Theatre includes all professional, community, experimental, children's theatre productions/organizations, and script and production development projects.

TRANSIENT OCCUPANCY TAX
The transient occupancy tax is a 10.5% City of San Diego tax on hotel/motel rooms and is governed by City Council Policy 100-03.

UNDERSERVED
Underserved is defined as those who currently do not have full access to arts and cultural experiences, including multicultural groups, senior, children, differently-abled, institutionalized or those with financial constraints.

VISUAL ARTS
Visual arts refers to projects or organizations that are originated for the exhibition and documentation of the visual arts, both historical and contemporary, to further artist's interests and in general, to encourage groups that present, create or serve all aspects of the visual arts.

FY2005

ORGANIZATIONAL
SUPPORT
PROGRAM

APPLICATION

LONG FORM/
SHORT FORM
ALL LEVELS

FY2005 ORGANIZATIONAL SUPPORT PROGRAM
APPLICATION COVER PAGE – ALL LEVELS

APPLICANT ORGANIZATION:

Mailing Address:_____

_____

Organization Address (if different from above):_____

_____

Organization Telephone:_____FAX:_____

Organization Website:_____

Contact Person/Title:_____

Contact Person Telephone:_____FAX:_____

Contact Person E-MAIL:_____

Authorized Signatory/Title:_____

Signature:_____

CIRCLE YOUR APPLICATION FORM: Short Form   Long Form

CIRCLE YOUR APPLICATION LEVEL

I	II	IIIA	IIIB
$2,000,000 or more	$150,000 to $1,999,999	$30,000 to $149,999	Under $30,000

FILL IN THE BLANKS

AOI: $_____(from line 17, COMPLETED ACTUAL on Budget Summary Income)

REQUESTED AMOUNT: $_____
(Enter on Budget Summary Income in the CITY FUNDS REQUESTED COLUMN)

PERCENT OF ACTUAL OPERATING INCOME (AOI):_____% (from Determining Your Request)

CLOSING DATE OF APPLICANT'S MOST RECENTLY COMPLETED FISCAL YEAR:_____

YEARS OF ARTS AND CULTURAL PROGRAMMING: _____

BRIEF DESCRIPTION OF ORGANIZATION (3-4 SENTENCES):

ALL LEVELS (LONG AND SHORT FORM):
MISSION STATEMENT, GOALS AND OBJECTIVES

On a separate page provide in outline form a 25-35 word mission statement, goals and objectives of your program for FY 2005. **The objectives will become the terms of your contract with the City should your proposal be recommended for funding. Number all pages for this application and label with your organization's name at the top of the page.**

A mission statement or statement of purpose is described as follows:
▪ It is written in terms of "quality of life" or the conditions of life you hope to achieve for some group through your efforts.
▪ It provides a frame of reference for the entire planning process.
▪ It sets the future direction of an organization.
▪ It should be singular and specific.
▪ It is no more than 25-35 words in length.

A goal is described as follows:
▪ It is a broad statement. It addresses general future accomplishments (long-range plans).
▪ It relates to an identified problem or need.
▪ It is written in terms of the outcomes of a project or service that you hope to achieve (how things should be).
▪ It is no more that 1-2 sentences in length.

An objective is described as follows:
▪ It is a means to achieve an organization's goal.
▪ It explains the specific methods to be used for the outcomes expected.
▪ It should be precise, concrete, clear and measurable (what you are going to accomplish, who will be served, how many people will be served and when they will receive the services).
▪ It should act as a standard by which results can be measured, monitored during the course of service and eventually evaluated.
▪ It should be one sentence in length.

Particular attention should be given to the following:
▪ The objective should be **realistic** so that your activities will fully support the achievement of the objective.
▪ Do not confuse the term "objective" with "procedures".
▪ Procedures are not measurable; objectives are.

Objectives are important because:
▪ They are the basis and primary selling point of your application.
▪ They reflect your program development skills.

DO <u>NOT</u> INCLUDE THESE INSTRUCTIONS WITH YOUR APPLICATION

LEVEL I: REVIEW CRITERIA NARRATIVE

The distribution of City funds to arts and culture organizations through the Organizational Support Program Level I category aims to encourage the stability, development and vitality of San Diego's largest organizations. The funds should also enable arts and cultural organizations to promote San Diego as a cultural tourism destination and to increase access to the arts to under served members of the community.

Respond to Review Criteria items 1-5 below on separate paper. Number and label your response to each criterion. Succinct narratives or simple, bullet-style outline formats decrease panel fatigue and present your organization in a stronger way. Limit your response to **5 pages or less**. (Do not include instructions.) Museums responsible for the ongoing care of collections may use one additional page to respond to criterion 6.

Failure to follow application instructions may affect your rank.

1. **PROGRAM QUALITY**
   - How is quality measured in your discipline or field and in what ways has your organization excelled, in terms of local, regional or national recognition, importance of collections, original productions or exhibitions? Summarize the organization's recent history of achieving quality - within the past 3-5 years. Briefly describe your arts and cultural programming for the proposed year. How would you describe your organization's position in the arts and culture community at the local level, relative to other organizations working in your discipline or field?
   - Describe any plans for program growth or expansion in the proposed year.
   - Discuss any unusual or particular programming risk that your organization will undertake in the proposed year.
   - Describe the qualifications of your participating artists, curators, researchers and other key artistic and administrative staff members.

2. **OPERATIONS**
   A. **Governance**
   - Describe the composition of your board of trustees. Address diversity in terms of demographics, such as gender, ethnicity, geographic representation and/or balance of professions, etc., and skills such as the capacity to make individual donations - cash or In-Kind - or provide access to resources. What are your plans to maintain or achieve greater diversity on the board?
   - How do you promote understanding of your discipline or field among trustees?
   - Describe your board's level of engagement with the organization (e.g. policy oriented only, hands-on production assistance, etc.). Discuss your board's committee structure and its level of ongoing activity.
   - What is your organization's policy on board giving? Is it being successfully implemented?
   - What are the mechanisms for board recruitment, orientation, ongoing education and leadership continuity (i.e. development, retention and succession)?
   - Describe how you address short and long-range planning needs. Attach an executive summary of your strategic plan, if applicable.

B. Staff
- Discuss any plans to add staff in the coming year or make changes in key positions.
- Describe the range of benefits your organization provides for professionals and other staff. Include retirement and pension benefits, as well as support for professional development.

C. Financial Management
If you are a membership-based organization, describe the benefits and requirements of membership and how it supports the governance or financial viability of your organization.
- Discuss any recent or anticipated exceptional growth or reduction in your operating budget.
- Describe any permanent resource including endowment, board designated funds, or other restricted funds.
- Does your organization owe any long-term debt? If so, what is your plan for repaying the debt over time?
- Describe any capital projects that you are planning for the proposed year.

3. INTER-ORGANIZATIONAL COOPERATION
The Commission supports cooperative planning and programming on a city-wide basis when appropriate, and encourages partnerships between organizations whose resource-sharing may be mutually beneficial.
- Describe any arts and culture or non-arts and culture cooperative efforts, collaborations or partnerships planned for the proposed year.
- In what ways will this effort expand your existing audience base or increase community participation?

4. CULTURAL TOURISM MARKETING
Describe any efforts you are undertaking now or planning for the proposal year that may attract tourists or encourage them to lengthen their stay in San Diego. Visitors from nearby cities on day trips spend money on parking and dining, shopping and may be included under the category of visitor. Such efforts may include:
- ConVis membership
- Familiarization tour linkups
- Participation in festivals, parades or other special events
- Out of market advertising
- San Diego Art + Sol website and brochure
- Marketing studies or campaigns
- Conventioneer services
- Packaging of programs

How do you plan, track and evaluate the outcomes of your cultural tourism marketing efforts?

5. **EDUCATION AND ACCESS**
(To avoid repetition, applicants that have arts and education as their primary mission, may focus their response to this criteria only on "access.")

The Commission supports life-long learning in arts and culture. Educational opportunities are best geared to each person's particular needs, through all stages of life and in a variety of settings, that embrace diverse learning systems. Education in arts and culture includes, but is not limited to, early childhood to grade 12 and post-secondary programs, career training, apprenticeships, individual study and culturally specific traditions of learning. It is our goal that every citizen has access to arts education through funding to nonprofit arts and culture organizations, after school and neighborhood-based activities, and through education initiatives and opportunities.

The term **"access"** is used here to describe those efforts an organization makes which enable and encourage individuals to take advantage of arts and culture programs that they may not otherwise participate in due to economic, physical or geographic constraints, or cultural differences.

- Describe your education/access programs and how they benefit city residents.
- Describe efforts to diversify and attract new audiences.
- What goals/strategies will you implement in the proposed year to serve customers whose opportunities to participate in the arts and culture may be limited by age, disability, language, education, geographic, ethnic or economic constraints?
- Describe the staffing and financial resources you will commit to education and access initiatives in the proposed year.

6. **(MUSEUMS ONLY)**
The OSP urges museums to acquire and maintain professional standards as described by accrediting organizations such as the American Association of Museums.

- Briefly describe how your collections support your mission and statement of purpose. What is the significance of your collections to the museum community and constituents? What are the extent, purpose, and use of research by staff, visitors and scholars? How does the museum care for, utilize, manage and exhibit its collections? What efforts are being made to expand collections?
- Has your museum produced publications over the past two years?
- Has your organization made any efforts within the last two years to develop and produce original exhibitions? If so, have they traveled outside the city of San Diego? Have there been catalogues produced in conjunction with this effort?

LEVEL II: REVIEW CRITERIA NARRATIVE

The distribution of City funds to arts and culture organizations through the Organizational Support Program Level II category aims to upgrade the professionalism and long-range planning capacity of mid-sized organizations.

Respond to Review Criteria items 1-5 below on separate paper. Number and label your response to each criterion. Succinct narratives or simple, bullet-style outline formats decrease panel fatigue and present your organization in a stronger way. Limit your response to **5 pages or less**. (Do not include instructions.) Museums, responsible for the ongoing care of collections may use one additional page to respond to criterion 6.

Failure to follow application instructions may affect your rank.

1. **PROGRAM QUALITY**
    - How is quality measured in your discipline or field and in what ways has your organization excelled, in terms of local, regional or national recognition, importance of collections, original productions or exhibitions? Summarize the organization's recent history of achieving quality, within the past 3-5 years. Briefly describe your arts and cultural programming for the proposed year. How would you describe your organization's position in the arts and culture community at the local level, relative to other organizations working in your discipline or field?
    - Describe any plans for program growth or expansion in the proposed year.
    - Discuss any unusual or particular programming risk that your organization will undertake in the proposed year.
    - Describe the qualifications of your participating artists, curators researchers and other key artistic and administrative staff members.

2. **OPERATIONS**
    A. Governance
    - Describe the composition of your board of trustees. Address diversity in terms of demographics such as gender, ethnicity, geographic representation and/or balance of professionalism, etc., and skills such as the capacity to make individual donations - cash or In-Kind - or provide access to resources. What are your plans to maintain or achieve greater diversity on the board?
    - Describe your board's level of engagement with the organization (e.g. policy oriented only, hands-on production assistance, etc.).
    - What is your organization's policy on board giving? Is it being successfully implemented?
    - Describe how you address short and long-range planning needs.

    B. Staff
    - Describe the organization's ability to retain skilled staff. Discuss any plans to add staff in the coming year or make changes in key positions.
    - Describe the range of benefits your organization provides for professionals and other staff. Include retirement and pension benefits, as well as support for professional development.

C. Financial Management

If you are a membership-based organization, describe the benefits and requirements of membership and how it supports the governance or financial viability of your organization.

- Discuss any recent or anticipated exceptional growth or reduction in your operating budget.
- Describe how you manage cash flow. Include information on cash reserves, lines of credit, board or staff loans, or use of personal credit.
- Does your organization owe any long-term debt? If so, what is your plan for repaying the debt over time?
- Describe any capital projects that you are planning for the proposed year.

3. INTER-ORGANIZATIONAL COOPERATION

The Commission supports cooperative planning and programming on a city-wide basis when appropriate, and encourages partnerships between organizations whose resource-sharing may be mutually beneficial.

- Describe any arts and culture or non-arts and culture cooperations, collaborations or partnerships planned for the proposed year.
- In what ways will this effort expand your existing audience base or increase community participation?

4. CULTURAL TOURISM MARKETING

Describe any efforts you are undertaking or planning for the proposal year that may attract tourists or encourage them to lengthen their stay in San Diego. Visitors from nearby cities on day trips spend money on parking, shopping and dining, and may be included under the category of visitor. Such efforts may include:

- ConVis membership
- Familiarization tour linkups
- Participation in festivals or other special events
- Out of marketing advertising
- San Diego Art + Sol website and brochure
- Marketing studies or campaigns
- Conventioneer services
- Packaging of programs

How do you plan, track and evaluate the outcomes of your cultural tourism marketing efforts?

5. **EDUCATION AND ACCESS**
   (Applicants that have arts and education as their primary mission, may focus their response to this criteria only on "access.")

   The City of San Diego Commission for Arts and Culture supports life-long learning in arts and culture. Educational opportunities are best geared to each person's particular needs, through all stages of life and in a variety of settings, that embrace diverse learning systems. Education in arts and culture includes, but is not limited to, early childhood to grade 12, post-secondary programs, career training, apprenticeships, individual study and culturally specific traditions of learning. It is our goal that every citizen has access to arts education through funding to nonprofit arts and culture organizations, after school and neighborhood-based activities, and through special initiatives and opportunities.

   The term **"access"** is used here to describe those efforts an organization makes which enable and encourage individuals to take advantage of arts and culture programs that they may not otherwise participate in due to economic, physical or geographic constraints, or cultural differences.

   - Describe your education/access programs and how they benefit city residents.
   - Describe efforts to diversify and attract new audiences.
   - What goals/strategies will you implement in the proposed year to serve customers whose opportunities to participate in the arts and culture may be limited by age, disability, language, education, geographic, ethnic or economic constraints?
   - Describe the staffing and financial resources you will commit to education and access initiatives in the proposed year.

6. **(MUSEUMS ONLY)**
   The OSP urges museums to acquire and maintain professional standards as described by organizations such as the American Association of Museums.

   - Briefly describe how your collections support your mission and statement of purpose. What is the significance of your collections to the museum community and constituents? What is the extent, purpose and use of research by staff, visitors and scholars? How does the museum care for, utilize, manage and exhibit its collections? What efforts are being made to expand collections?
   - Has your museum produced publications over the past two years?
   - Has your organization made any efforts within the last two years to develop and produce original exhibitions? If so, have they traveled outside the city of San Diego? Have there been catalogues produced in conjunction with this effort?

LEVELS IIIA & IIIB: REVIEW CRITERIA NARRATIVE

The dispersal of City funds to small and emerging arts and cultural organizations through the Organizational Support Program Level IIIA and IIIB categories aims to assist in the development of the administrative and artistic activities of these organizations. Funding in this category will also assist these diverse organizations to stabilize and advance toward institutional status.

Respond to Review Criteria items 1-6 below on separate paper. Number and label your response to each criterion. Succinct narratives or simple, bullet-style outline formats decrease panel fatigue and present your organization in a stronger way. Limit your response to **4 pages or less**. (Do not include instructions.)

Note: Criterion 4 is <u>NOT</u> required for LEVEL IIIB.

Failure to follow application instructions may affect your rank.

1. **PROGRAM QUALITY**

    - How is quality measured in your discipline or field and in what ways has your organization excelled, in terms of local, regional or national recognition, importance of collections, original productions or exhibitions? Summarize the organization's recent history of achieving quality, within the past 3-5 years. Briefly describe your arts and cultural programming for the proposed year. How would you describe your organization's position in the arts and culture community at the local level, relative to other organizations working in your discipline or field?

    - Describe any plans for program growth or expansion in the proposed year.

    - Discuss any unusual or particular programming risk that your organization will undertake in the proposed year.

    - Describe the qualifications of your participating artists, curators, researchers and other key artistic and administrative staff members.

2. **OPERATIONS**
    A. Governance
    - Describe the composition of your board of trustees. Address diversity in terms of demographics such as gender, ethnicity, geographic representation and/or balance of professionalism, etc., and skills such as the capacity to make individual donations - cash or In-Kind - or provide access to resources. What are your plans to maintain or achieve greater diversity on the board?

    - How actively involved is your board with the organization (e.g. policy oriented only, hands-on production assistance, etc.).

    - How does your organization plan for the future - such as strategic planning, board retreats, etc.?

B. Staff
- Discuss any plans to add staff in the coming year or make changes in key positions.

C. Financial Management
- Discuss any recent or anticipated exceptional growth or reduction in your operating budget.
- If you anticipate a negative balance this year, explain and discuss your plans to address the negative balance.
- Describe how you manage cash flow. Include information on lines of credit, board or staff loans, or use of personal credit.
- Describe how your organization provides services through a creative use of limited resources.

3. INTER-ORGANIZATIONAL COOPERATION
The Commission supports cooperative planning and programming on a city-wide basis when appropriate, and encourages partnerships between organizations whose resource-sharing may be mutually beneficial.
- Describe any arts and culture or non-arts and culture cooperations, collaborations or partnerships planned for the proposed year.
- In what ways will this effort expand your existing audience base or increase community participation?

4. (LEVEL IIIA ONLY) CULTURAL TOURISM MARKETING
Describe any efforts you are undertaking or planning for the proposal year that may attract tourists or encourage them to lengthen their stay in San Diego. Visitors from nearby cities on day trips spend money on parking, shopping and dining, and may be included under the category of visitor. Such efforts may include:
- ConVis membership
- Familiarization tour linkups
- Participation in festivals or other special events
- Out of market advertising
- San Diego Art + Sol brochure and website
- Marketing studies or campaigns
- Conventioneer services
- Packaging of programs

How do you plan, track and evaluate the outcomes of your cultural tourism marketing efforts?

5. **EDUCATION AND ACCESS**
   (Applicants that have arts and education as their primary mission may focus their response to this criteria only on "access.")

   The City of San Diego Commission for Arts and Culture supports life-long learning in arts and culture. Educational opportunities are best geared to each person's particular needs, through all stages of life and in a variety of settings, that embrace diverse learning systems. Education in arts and culture includes, but is not limited to, early childhood to grade 12, post-secondary programs, career training, apprenticeships, individual study and culturally specific traditions of learning. It is our goal that every citizen has access to arts education through funding to nonprofit arts and culture organizations, after school and neighborhood-based activities, and through special initiatives and opportunities.

   The term **"access"** is used here to describe those efforts an organization makes which enable and encourage individuals to take advantage of arts and culture programs that they may not otherwise participate in due to economic, physical or geographic constraints, or cultural differences.

   - Describe your education/access programs and how they benefit city residents.
   - Describe efforts to diversify and attract new audiences.
   - What goals/strategies will you implement in the proposed year to serve customers whose opportunities to participate in the arts and culture may be limited by age, disability, language, education, geographic, ethnic or economic constraints?
   - Describe the staffing and financial resources you will commit to education and access initiatives in the proposed year.

6. **INNOVATION/CREATIVITY IN THE USE OF RESOURCES**
   - Indicate how your organization provides services that demonstrate creative use of limited resources.
   - Detail efforts you have made to develop partnerships that increase your resource base.
   - How does the size of your budget help to set standards for programming?
   - Analyze your organization's potential to serve as a model to other arts and/or cultural organizations of similar size.

CHALLENGES TO YOUR ORGANIZATION

In the space below, include other issues, concerns or challenges your organization is facing that you were not able to address in the Review Criteria Narrative. (Use one additional page if necessary.)

RESPONSE TO PANEL COMMENTS

Respond to last year's panel comments (if applicable) in the space below. Include evidence of any change in programming or management that was made as a result of panel recommendations. The Commission office makes available last year's panel comments upon request. (Use one additional page if necessary.)

Organization Name:_____

PROGRAM REPORTING

PLEASE READ THE INSTRUCTIONS BELOW BEFORE COMPLETING THIS SECTION

The Commission is interested in learning more about the audiences your organization reaches through its core programming, education and access activities. In addition to the evaluation of your proposal, the information included in this section will be used for a variety of other purposes, including local, state and national advocacy efforts and internal assessments of funding outcomes.

Because the information will also become a baseline measurement for year-to-year community and economic impact studies, accuracy is important. Base all your responses on your most recently completed fiscal year. Make sure that your data supports the Review Criteria Narrative and ties back to the Budget Summary.

I. CORE PROGRAMMING - TICKETS AND ADMISSIONS
Note: Do not include fundraising events or awards ceremonies.

A. What is the total number of single tickets or admissions sold by your organization? _____

B. What was the total number of free or complimentary tickets or admissions provided by your organization? _____

TOTAL ADMISSIONS (add A + B) _____

C. Using your TOTAL ADMISSIONS figure above, what was the estimated number of out-of-city participants? _____

D. What was the total number of free events offered by your organization? _____

E. On a separate sheet of paper, describe the methods used to obtain the figures in this section.

II. EDUCATION AND ACCESS TABLE
Please complete the Education and Access Table following the instructions below:

1. In **Column A**, chart the total number of City of San Diego sites where non-school related education and access programming was produced, co-produced, presented or co-presented by your organization. Include your primary or permanent facility as well as other sites, such as parks and recreation centers, libraries, community centers, etc. Attach a detailed listing of programming sites by Council District.

2. In **Column B**, chart the number of people served at the sites listed in Column A, by Council District.

3. In **Column C**, chart the total number of public and private Pre-K-12 schools, home schools, charter and alternative schools served during or after school by Council District. Attach a detailed listing of schools listed in Column C, by Council District.

4. In **Column D**, chart the total number of students and teachers served at the schools listed In Column C, by Council District.

5. For Artist In Residence programs, count students only once, even if multiple contacts are made.

6. **Do not** chart fundraising events or awards ceremonies.

7. **Do not** chart Balboa Park 5th Grade or the Rosa Parks program participants.

8. **Do not** chart audiences, students or teachers based on the Council Districts where they live; **Do** chart them based on the Council Districts where they were served.

9. **Do not** chart program sites or schools located outside the City of San Diego.

EDUCATION AND ACCESS TABLE (City of San Diego Only)

Council District	A Education and Access Program Sites	B Education and Access Audience	C Schools (Pre K – 12)	D Students/ Teachers (Pre K – 12)
1				
2				
3				
4				
5				
6				
7				
8				
Total				

III. EDUCATION AND ACCESS DETAIL
On a separate sheet of paper, detail the sites listed in Column A in the table above. List all sites in Council District order. Include your primary or permanent site as well as other sites, such as parks and recreation centers, libraries, community centers, etc.

IV. SCHOOL DETAIL
On a separate sheet of paper, detail the schools served, the number of students served at each school, and the Council District in which each school is located (list in Council District order). Please include private, charter and home school groups. A San Diego Unified School District site map by Council District can be downloaded from our website at www.sandiego.gov/arts-culture..

V. BALBOA PARK PROGRAMS
A. Did your organization participate in the Balboa Park 5th Grade Program?

(Circle One)   **Yes**   **No**   If "yes," please respond to B.

B. What was the total number of Balboa Park students served?   _____

C. Did your organization participate in the Rosa Parks School program?
(Circle One)   **Yes**   **No**   If "yes," please respond to D.

D. What was the total number of Rosa Park students served?   _____

VI. PROGRAMMING OUTSIDE CITY LIMITS (Optional)
On a separate sheet of paper, list the names of any schools located within the city of San Diego that your organization served outside the geographic boundaries of the city. For example, if your dance company produced a concert in an auditorium in Chula Vista and a group of high school students from Morse High School attended the concert, include the name and location of the Chula Vista venue, the San Diego City school that attended (Morse High School) and the number of students in attendance.

BUDGET SUMMARY OVERVIEW

The Income and Expense Budget Summaries span a full **three-year** period of the applicant's financial operations: the last completed year - COMPLETED BUDGETED and COMPLETED ACTUAL columns; the current year - CURRENT BUDGETED column; and the projected year - PROJECTED BUDGETED column. The % BUDGETED column shows what percentage of the total budget a line-item is for that given year.

The CITY FUNDS REQUESTED column shows how the applicant intends to apportion the requested amount across the various Expense line items. For example, some applicants may choose to apportion the total requested amount to one line item, such as Artistic Full-Time. Others may wish to use city money for a variety of areas, based on the applicant's needs.

Information submitted must be the most accurate and finalized information available at the time the application is prepared. It is intended to show your organization's fiscal activity as it relates to operations.

Reminders on completing the Budget Summary:

DO:
- Use the Budget Detail to explain and clarify line items, particularly "Other".
- Explain any changes of 10% or more in either your income or expenses from one year to the next.
- Round figures to the nearest dollar.
- Leave line-items blank when there is no activity.
- Check arithmetic – accuracy is important!
- Make sure the Budget Summary ties back to your objectives and to previously submitted financial statements.
- Reconcile your Budget Summary to your audited financial statements (if you have them). See Budget Summary Instructions item IV for more information.

DON'T:
- Change, alter or combine lines.
- Include pass-through support, except in line **F** of the Budget History.
- Include investments (endowment, capital funds and/or loans), except in line **G** of the Budget History.
- Include the value of property and equipment (fixed assets) and In-Kind in calculating the actual Annual Operating Income.

ACTUAL OPERATING INCOME

The Annual Operating Income (AOI) is the total amount of Contributed and Earned Income from the applicant's last completed fiscal year. This figure, which is also shown on the Application Cover Page, is used to determine your maximum request amount – a key element of the Commission's funding process.

The Commission allows applicants to claim FASB designated unrestricted income less the depreciated value of Property and Equipment (Fixed Assets) and In-Kind gifts (Level IIIB Only) as part of the AOI. Temporarily restricted and permanently restricted income may not be claimed.

IN KIND CONTRIBUTIONS – LEVEL III-B APPLICANTS ONLY

Only Level IIIB applicants may claim in-kind contributions as income. When claiming In-Kind donations:
- An itemized description of your In-Kind donation(s) and its market value must be attached to the Budget Summary Detail.
- The contributed In-kind amount must also be shown as an expense. The In-Kind cannot exceed 33% of your total AOI for the most recently completed fiscal year.
- In-Kind donations may not cause the AOI to exceed $30,000 (the maximum AOI for Level IIIB). If you need more information about claiming In-Kind contributions, please call the Commission office.
- In-Kind Total Expenses must equal In-Kind Total Income.

BUDGET SUMMARY INSTRUCTIONS

I. A. CONTRIBUTED INCOME

1. **Federal Government**: Cash support from grants or appropriations by federal agencies, such as the National Endowment for the Arts (NEA), National Endowment for the Humanities or IMLS. Budget note required.

2. **State Government**: Cash support from grants or appropriations by state agencies, such as the California Arts Council (CAC) or the California Council for the Humanities. Budget note required.

3. **City of San Diego Allocation & Request**: Indicate past and current allocations and this year's request. Write total request as it appears on the Application Cover Page.

4. **Other Local/Municipal Government**: Cash support from grants or appropriations by other city, county, regional or other government agencies. Budget note required.

5. **Individual Contributions**: Cash support from individuals; e.g., donations from patrons, board members, etc.

6. **Business/Corporate Contributions**: Cash support from businesses and corporate foundations.

7. **Foundations**: Cash support from private or community foundations. (Note: List corporate foundation support on line 6.)

8. **Fund Raising**: Include gross proceeds from benefits, or other special events. Include contributions from guilds and auxiliaries. Do not include income from bookstores, restaurants or other revenue generating activities. These should be listed as earned income.

9. **In-Kind Contributions (LEVEL IIIB ONLY)**: Include the cash value of In-Kind fees and services, capital acquisitions, space rental and volunteer services (i.e., administration, artistic, etc.). Budget notes or an attached schedule are required.

10. **Other**: Underwriting, special commissions and any other form of contributions not mentioned above. Budget notes required.

I. B. EARNED INCOME

11. **Admissions**: Revenue from admissions, ticket sales, subscriptions, etc.

12. **Contracted Services**: Revenue from contracted activities for the provision of specific services, usually with an organization or unit of government, such as performances or residencies, etc.

13. **Tuition/ Workshops**: Revenue from sale of services (usually to individuals), such as classes, workshops, gallery tours, training sessions.

14. **Product Sales/Concessions**: Revenue from other sources, such as catalog sales, advertising space in programs, parking fees, refreshments, etc.

15. **Investment Income**: Dividends, interest and other income, **if and only if, utilized for operational support**, including income from endowments if used for operations.

16. **Other**: Other sources, such as membership dues, net income from bookstores, restaurants, facility rentals or other non-program related activities. Budget notes required.

17. **Total Income**: Combined total of Contributed and Earned Incomes.

II. A. PERSONNEL EXPENSES

18. **Artistic (Full-Time or Other)**: Includes, but is not limited to artistic directors, conductors, curators, composers, choreographers, designers and all other artistic personnel involved with the creation or performance of artistic programming.

19. **Administrative (Full-Time or Other)**: Includes, but is not limited to program and managing directors, business managers and all other personnel involved with the production and administration of artistic programming.

20. **Education (Full-Time or Other)**: Includes, but is not limited to education directors, coordinators, instructors or all other personnel specifically involved with the delivery of educational programming.

21. **Technical Production (Full-Time or Other)**: Includes, but is not limited to technical directors, wardrobe, lighting and sound crew, stage managers, stagehands, or any other personnel involved with the technical production of artistic programming.

22. **In-Kind Personnel (LEVEL IIIB ONLY)**: The cash value of donated materials, space or professional services, such as legal or accounting. Budget notes are required or attach a schedule, if additional space is necessary. See the Budget Summary Overview for additional guidelines.

23. **Other**: Part-time, project based, consultants or seasonal staff. Budget notes required

II. B. OPERATING EXPENSES
24. **Facility/Space Rental**: Rental of office, rehearsal facilities, theater, hall, gallery, etc. and overhead for basic utilities. **Do not include capital expenditures.**

25. **Marketing**: Marketing, publicity and promotion not including payments to personnel listed above (II A). Include costs of newspaper, radio and television advertising; printing and mailing of brochures, flyers or posters; food, drink and space rental when directly connected to promotion, publicity and advertising.

26. **Education**: All costs directly associated with the development and delivery of educational programming. This may include, but is not limited to, curriculum development, instructional materials, staff professional development, documentation, etc.

27. **Production/Exhibitions**: Costs of exhibitions, productions, including electricity, storage, photo supplies, publication purchases, sets and props, equipment rental, insurance fees, and trucking, shipping and hauling expenses.

28. **Fund Raising Expenses**: Total cost of fund raising activities. Fund raising expenses should relate to fund raising events included in contributed income.

29. **In-Kind Operating (LEVEL IIIB ONLY)**: Include the value of donated capital acquisitions, space rental, printing services, materials, etc. Budget notes are required or attach a schedule, if additional space is necessary.

30. **Other**: Be sure to attach a schedule if amount of this line exceeds 10% of total expenses. Include interest charges, liability insurance, miscellaneous administrative expenses not covered above and yearly acquisitions.

31. **Total Expenses**: Combined total of personnel and operating expenses.

III. DEFICIT OR SURPLUS
A. **Surplus (Deficit)**: Subtract line 31 from 17; enclose deficit figures within parentheses.

B. **Carryover Fund Balance at Beginning of Year**: Include only operating funds.

C. **Accumulated Surplus or (Deficit)**: Add line **A** and line **B**.

D. **Other Net Adjustments**: Include fund transfers, special gifts, etc. Indicate deficit adjustments within parentheses. Please explain this number in the budget detail.

E. **Balance at Year End**: Add line **C** and line **D**. Note: If an organization has had an annual operating deficit of 5% or more for the **two (2)** previously completed fiscal years, it can neither be ranked a "4" nor is it eligible to apply under the Short Form.

F. **Pass-Through Funds**: Include funds raised for touring or funding administered through a fiscal sponsor agreement. Do not include these values in the Income and Expense sections of the Budget Summary.

G. **Investments (Endowment, Capital Funds, Loans)**: Organizations may opt to include the value of endowments, cash reserves, restricted funds, capital assets and In-Kind contributions. Do not include these values in the Income and Expense sections of the Budget Summary. Budget note required.

IV. RECONCILING YOUR COMPLETED ACTUAL BUDGET INFORMATION TO YOUR AUDITED FINANCIAL STATEMENT
If your organization received an audited financial statement for its most recently completed fiscal year, you should use the audit's Statement of Avctivities to fill out the Budget Summary's "Completed Actual" column. Here are a few tips to note:

Investment Income: Your audit will show the net value of actual cash dividends and unrealized gains or losses. This can result in a negative number when stated for auditing purposes. For the Budget Summary, show the amount of the actual unrestricted cash received on your organization's investments. You should be able to locate the income information in the "Notes to Financial Statement" section of your audit

Depreciation: The Statement of Activities usually includes the value of fixed asset depreciation. Since this does not represent an actual cash loss (expense), you should not include it in your Budget Summary.

In-Kind Contributions: While donations of goods and in-kind services are often included in an audited Statement of Activities, do not include the value of in-kind contributions on your Budget Summary.

If you have questions about using audited financial statements to develop your Budget Summary, please contact Victoria Saunders, Financial Management Analyst at 619/ 533-3052 or vsaunders@sandiego.gov.

Organization Name: _____

BUDGET SUMMARY (INCOME)

I. INCOME	Completed Budgeted	% of Budget	Completed Actual	% of Budget	Current Budgeted	% of Budget	Projected Budgeted	% of Budget	City Funds Requested
A. Contributed									
1. *Federal Government									
2. *State Government									
3. City of San Diego Alloc. & Request									
4. *Other Local/Municipal Gov't.									
5. Individual Contributions									
6. Business/Corp. Contributions									
7. Foundations									
8. Fundraising									
9. **In-Kind Contributions									
10. Other: _____									
Total Contributed:									
B. Earned									
11. Admissions									
12. Contracted Services									
13. Tuition Workshops									
14. Product Sales/ Concessions									
15. Investment Income									
16. Other: _____									
Total Earned:									
17. TOTAL INCOME	100%		*** 100%		100%		100%		

*State, Federal and Other Municipal Contributed Income for "Completed", "Current" and "Projected" columns must be detailed with budget notes.
**In-Kind option available to Level IIIB applicants only. See Budget Summary Definitions and Overview for guidelines.
***AOI-Transfer figure to Application Cover Page

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Organization Name:_____

BUDGET SUMMARY (EXPENSES)

II. EXPENSES	Completed Budgeted	% of Budget	Completed Actual	% of Budget	Current Budgeted	% of Budget	Projected Budgeted	% of Budget	City Funds Requested	%
A. Personnel										
18. Artistic Full-Time										
Other Artistic										
19. Admin. Full-Time										
Other Administration										
20. Education Full-Time										
Other Education										
21. Technical Prod. Full-Time										
Other Technical Prod.										
22. **In-Kind Personnel										
23. Other:_____										
Total Personnel:										
B. Operating Expenses										
24. Facility Expenses/Space Rental										
25. Marketing										
26. Education										
27. Production/Exhibits										
28. Fundraising Expenses										
29. **In-Kind Operating										
30. Other_____										
Total Operating:		100%		100%		100%		100%		
31. TOTAL EXPENSES										

**In-Kind option available to Level IIIB applicants only. See Budget Summary Definitions and Overview for guidelines.

Organization Name: _____

BUDGET SUMMARY (HISTORY)

III. [DEFICIT] or SURPLUS

	Completed **Actual**	**Current** **Budgeted**	**Projected** **Budgeted**
A. Surplus [Deficit] at Year End **Subtract** Line **31** from Line **17**	_____	_____	_____
B. Carryover Fund Balance at Beginning of Year; Surplus [Deficit]	_____	_____	_____
C. Accumulated Surplus [Deficit] **Add** Line **A** and Line **B**	_____	_____	_____
D. Other Net Adjustments (Explain in Budget Detail Sheet)	_____	_____	_____
E. Balance at Year End **Add** Line **C** and Line **D**	_____	_____	_____
F. Pass-through Funds (Touring, Fiscal Sponsor Funds, etc.)	_____	_____	_____
G. Investments (Endowments, Capital Funds and Loans)	_____	_____	_____

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Organization Name:_____

BUDGET SUMMARY (DETAIL)

Annotated budget notes are **required**. These notes should explain any increase or decrease of 10% or more between line items in either Income or Expenses, including accumulated surplus or deficit. Budget notes are imperative for clarity and understanding of the Budget Summary in all cases. Your explanations should be brief and succinct but sufficient enough to clarify obscure income sources and expense purposes. Attach schedules, additional pages, etc. If necessary, please also attach a detailed plan to reduce the deficit or utilize the surplus. Indicate any efforts towards endowment planning, implementation or growth.

DEMOGRAPHICS

Organization Name: _____

Please provide information for this year FY2004 and last year FY2003. Include both full-time and part-time personnel. Total your numbers below and to the right. Include people with disabilities in the ethnic and gender tallies and provide the totals below.

Ethnicity/Gender/ Disabled Breakdown	Paid Personnel													Unpaid Personnel				Total	
	Executive/Managerial				Specialty		Support				Paid Other				Board of Directors		Other Volunteers			
	Artistic		Admin				Clerical		Technical		Artistic*		Other**							
	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year	Last Year	This Year
African American																				
Asian/ Pacific Islander																				
Caucasian																				
Chicano/Latino																				
Filipino																				
Native American/Alaskan																				
Other																				
TOTAL																				
Female																				
Male																				
Disabled																				

* Includes contracted artists, curatorial staff, part-time artistic staff, etc.
** Includes security, custodial, etc.

Total full-time employees reported on this form: _____

Total part-time employees reported on this form: _____

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Organization Name:_____

LONG FORM APPLICATION CHECKLIST

Please Order the Completed Application as Follows:

ORIGINAL APPLICATION

REQUIRED DOCUMENTS
- ❒ Cover Page (Authorized Signature required)
- ❒ Mission Statement, Goals and Objectives
- ❒ Review Criteria Narrative
- ❒ Challenges, Response to Panel Comments
- ❒ Program Reporting Form and Attachments
- ❒ Budget Summaries, History and Detail
- ❒ Demographics Form
- ❒ Board Roster and Short Bios
- ❒ Board Resolution
- ❒ Key Staff Roster and Short Bios
- ❒ Articles of Incorporation
    - ❒ **Check Here If On File**
- ❒ Certificate of Tax-Exempt Status
    - ❒ **Check Here If On File**
- ❒ Cover page of 990 Report

NON-REQUIRED ORIGINAL ATTACHMENTS
Applicants are highly encouraged to support and substantiate statements made in the Review Criteria Narrative with credible, relevant and current documentation, such as:
- ❒ Debt reduction, diversity or strategic plans
- ❒ Program information, such as teachers' guides, sample curricula or evaluation reports (no more than 3 samples)
- ❒ Resumes (no longer than 2 pages)
- ❒ Recent critical reviews or feature articles (no more than 3 clippings, no older than 2 years; except national publications)
- ❒ Support letters (no more than 3)
- ❒ Programs or brochures (no more than 3 samples)
- ❒ Websites (the URLs or up to 5 printed pages of the website

AUDIO-VISUAL DOCUMENTATION (OPTIONAL)
Accepted formats:
- ❒ Slides (maximum 10),
- ❒ Videotape - VHS (1, cued to run a maximum of 2 minutes),
- ❒ Compact Disk or Audio Cassette (1)
- ❒ Publications

If you would like materials returned, submit with a self-addressed, stamped envelope.

15 COPIES OF APPLICATION
- ❒ Cover Page
- ❒ Mission Statement, Goals and Objectives
- ❒ Review Criteria Narrative
- ❒ Challenges, Response to Panel Comments
- ❒ Program Reporting Form and Attachments
- ❒ Budget Summaries, History and Detail
- ❒ Demographics Form
- ❒ Board Roster and Short Bios
- ❒ Board Resolution
- ❒ Key Staff Roster and Short Bios

NON-REQUIRED ATTACHMENT COPIES
- ❒ Debt reduction, diversity or strategic plans
- ❒ Program information, such as curriculum or gallery guides for the disabled (no more than 3)
- ❒ Resumes (no longer than 2 pages)
- ❒ Recent critical reviews or feature articles (no more than 3 clippings, no older than 2 years except national publications)
- ❒ Support letters (no more than 3)
- ❒ Programs and brochures (no more than 3)
- ❒ Websites (the URLs or up to 5 printed pages of the website)

Organization Name:_____

SHORT FORM APPLICATION CHECKLIST

Please Order the Completed Application as Follows:

ORIGINAL APPLICATION	2 COPIES OF APPLICATION

REQUIRED DOCUMENTS

❒ Cover Page (Authorized Signature Required)

❒ Mission Statement, Goals and Objectives

❒ Challenges and Response to Panel Comments

❒ Program Reporting Form and Attachments

❒ Budget Summaries, History and Detail

❒ Demographics Form

❒ Articles of Incorporation

    ❒ **Check Here If On File**

❒ Certificate of Tax-Exempt Status

    ❒ **Check Here if On File**

❒ Cover page of 990 Report

2 COPIES OF APPLICATION

❒ Cover Page

❒ Mission Statement, Goals and Objectives

❒ Challenges and Response to Panel Comments

❒ Program Reporting Form and Attachments

❒ Budget Summaries, History and Detail

❒ Demographics Form

❒ Board Resolution

LONG AND SHORT FORM PACKAGING DIRECTIONS

Please submit the LONG FORM APPLICATION PACKET as follows:

ORIGINALS
- ☐ Application Checklist
- ☐ One signed application cover page and a set of required documents.
- ☐ One set of non-required attachments (if applicable).
- ☐ Combine the original documents and non-required attachments in an envelope labeled with the applicant's name – designate appropriate Level and Long Form.
- ☐ Audio-Video documentation separately bundled with descriptive information.
- ☐ Package all in one clearly marked container

COPIES
Fifteen COPIES OF THE APPLICATION, NON-REQUIRED ATTACHMENTS STAPLED, each in a separate envelope, labeled and numbered from 1 to 15.

Please submit the SHORT FORM APPLICATION PACKET as follows:

ORIGINALS
- ☐ Application Checklist
- ☐ One signed application cover page and a set of required documents.
- ☐ Combine the original documents in an envelope labeled with the applicant's name – designate appropriate Level and Short Form.
- ☐ Package all in one clearly marked container

COPIES
Two COPIES OF THE APPLICATION, STAPLED, each in a separate envelope, labeled and numbered from 1-2.

DO NOT BIND, USE FOLDERS, BINDERS, BOOKLETS, ETC.